



## MEMORANDUM

**TO:** Divisional Contacts

**FROM:** Pierre Piché, Controller and Director of Financial Services

**DATE:** September 14, 2016

**SUBJECT:** Divisional Financial Forecasting for 2016-2017

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Each year the University engages in forecasting to estimate what the operating results will be at year-end. Careful and accurate forecasting from each faculty and division is an important component of the overall integrity of the University's forecast. The purpose of such forecasting is to develop a financial picture of the entire University, which formulates the basis for financial decision making throughout the year, for planning for subsequent years and for reporting to Governing Council and its committees.

For 2016-2017, faculties and divisions are requested to provide two in-year forecasts identifying the total anticipated operating fund reserve balance at April 30, 2017 and a final year-end report of actual reserve balances. **The first forecast is due December 9, 2016 and the second forecast is due February 21, 2017. The final year-end report is due May 5, 2017, which outlines your planned utilization of actual reserve balance.**

The operating fund reserves have increasingly become a focus of annual budget planning discussions and there is a desire among both academic and central administration for greater clarity and transparency with respect to the planned use of these reserves.

For specific information on preparing your divisional in-year forecasts, please visit our website at: <http://finance.utoronto.ca/policies/gtfm/financial-management/reporting/forecasting-the-operating-fund-reserves/#preparing>

We appreciate your continued support in providing us with your forecasts by the scheduled due dates to enable us to meet pre-set deadlines for completing the overall University financial reporting through governance.

Please forward all forecasts and the year-end report on the planned utilization of any operating fund reserves to the attention of Lou Ranalli at [lou.ranalli@utoronto.ca](mailto:lou.ranalli@utoronto.ca). If you have any questions or would like to discuss the forecasting process further, please contact me at 978-8503 or Lou Ranalli at 978-8185.